

Marketing Strategy of SMEs in Post War Market: A Conceptual Framework

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Abstract: The reason to produce this paper is to better understanding of why the most of SMEs in Northern Provinces produce poor results and propose a model of marketing strategy for struggling SMEs in the postwar situation, in Sri Lanka. This is a conceptual paper which discuss a new insights of marketing strategic model with considering the factors combined effect of varying degree of challenges on development of SMEs in this postwar environment. This conceptual framework identifies three dimension of strategic alternatives of marketing in post war situation as effective marketing mix based strategies, diversification and green marketing strategy. This conceptualized framework model revealed very practical, realistic and applicable strategic insights of marketing strategic for post war SMEs, instead of recommending any common strategies for organizations. There are vast differences in marketing strategic application between the developed and developing countries. Still Northern Province in Sri Lanka has been sustaining the war wound of local war, there is huge need to develop the marketing strategies to face dynamic, competitive and postwar environment. This marketing strategic framework will contribute some extent to improve the SMEs.

Keywords: Marketing Strategy, Post war market, SMEs (Micro, Small, Medium Enterprises)

Introduction

Marketing strategy is a marketing logic and leads to achievement of marketing objectives of business units (Kotler *et al.* 1999). Target market explains the area of opportunities (Robinson, 1933), marketing strategy speaks about the target market and its marketing mix (Oxenfeldt, 1958; McCarthy, 1960; Lazer and Culley, 1983; Czepiel, 1992; Kotler and Keller, 2009). Effective marketing strategies reflect a rigorous understanding of competition and display greater sensitivity to the competitive nature of the market-place. Marketing strategy contributes for the developments in organization. Intelligent firms develop their business by applying proper marketing strategies, but impoverished firms fail to do so (Lazer and Culley, 1983).

The term SME is denoted as micro, small and medium enterprises (Ministry of Industry and commerce, 2015). Different countries use different definitions for SMEs based on their level of development. The commonly used yardsticks are total number of employees, annual turnover and investment. In the Sri Lankan context, the SME policy framework defines the SMEs based on the number of employees and annual turnover. The category of Small and Medium sized Enterprises (SMEs) is made up of a enterprises which employ less than 300 employees and which have an annual turnover not exceeding Rs.750 Mn (Ministry of Industry and commerce, 2015). The International Labor Organization (ILO) believes that sustainable development can only be achieved by addressing issues of full and fair employment (ILO, 2014). Development must be complemented by job creation and growth.

SMEs play prominent role in any economy through employments generation, contribution to Gross Domestic Product (GDP), embarking innovations and stimulation of other economic activities. This sector is said to be the backbone for all developed and developing nations. SME sector is envisaged to contribute to transform lagging

regions into emerging regions of prosperity (Ministry of Industry and commerce, 2015). The SME sector has been identified as an important strategic sector in the overall policy objectives of the Government of Sri Lanka (GOSL) and it is seen as a driver of change for inclusive economic growth, regional development, employment generation and poverty reduction (ESBA, 2011).

After the local war in Sri Lanka, SMEs in Northern Provinces have been facing complex environment and the struggling to grow up their performance. At the same time SMEs have plentiful opportunities in the Northern Province. A blend of marketing strategies better deal with environmental challenges and enjoy superior performance in SMEs. Strategic analysis was conducted on the development of SMEs in the European context (Irina, 2008). Shaw (2012) has created marketing strategy concept commonly for all types of organizations. El-Ansary (2006) reviewed marketing strategy frameworks that was a review of academic literature on marketing strategy. The strategy configuration analysis related Chinese's SMEs was explored by Tang and Hull (2011). Perera and Wijesinha (2011) suggested that marketing strategies can drive high development of SMEs. However this marketing strategic concept has still not been developed and empirically investigated in the SMEs in the post war market, Northern Province, which is the gap in the literature. Therefore, the main aim of this study is to explore the marketing strategies for SMEs which are applicable for the SMEs development in the post war market, in Northern Province, Sri Lanka. This study will have useful implications for theory as well as for the practices for SMEs after the post war situation. The findings of this study would contribute to the literature of marketing strategies in the postwar market of SMEs. Particularly this finding will help to enhance the development of SMEs by strengthening their marketing strategic applications.

Marketing environment in this post war situation

Before the conflict in early 1980s, Northern Province (NP) in Sri Lanka played an important role in the overall economy, particularly in the area of agriculture livestock and fisheries (CBSL, 2012). In addition the Northern Province was rich in developing productive human resources such as professional in the civil and business sectors as well (Gamage, 2003). In the war situation, most of the fighting attacks and war-related destructions have occurred in the Northern Province. Local war was created a devastating experience and left its war marks on society, physical structures, legal systems, and almost every aspect of a country's social, political, and economic fabric. There had been weak currency, diluting human resources, impaired key institutions, and extensive poverty in NP. Military operations and the general climate of violence and insecurity had an adverse impact on the regional economic development of the North. The lack of proper transport and storage facilities and the imposition of double taxing on loading and unloading charges at the check points were all discouraging factors for marketing environment, the people were restricted for willing to engage in trade despite the prevailing conflict conditions. Northern Province faced multiple challenges in rebuilding homes, schools, factories, banks, communications networks, and other key infrastructure.

After the local war, Northern Province has been sustaining fast development in infrastructure, free market opportunities, enhancing global linkages and availability of innovative technology. This signals create the more foreign investment in NP and entrance of international markets. In the post-war period, free of risk and inducement for industry development enable and encourage marketing to match their solutions to consumers in the conflict affected areas. After the local war, SMEs in NP are in the early stage of development, they has been suffering from poor financial sources, poor knowledge regarding the innovative technology, government rules and regulations and severe competition from national and foreign marketers. SMEs have been slowly adopting with the international trend. Further legal requirements of Sri Lankan government create more restrictions for SMEs to foot hold into the business in NP. Local firms have been facing stiff competition by free market and from foreign brands, therefore the local marketers need to develop good brands to compete with the international market. Enhancing global linkages mean the economic inter connections between war economies and the industrialized world, that can be extremely diverse and complex. There are large number of micro enterprises almost 90% compared with the small and medium in Northern Province (CBSL, 2012). The effects

of above mentioned problems and challenges are vary according to the size of SMEs as micro, small and medium enterprises (Gamage, 2003). In the post-conflict marketing environment, customers expect adequate value for the money which they made expenses on the product. National and foreign marketers try to develop their market towards the post conflict area to gain more market shares, local marketers face new challenges from new entrances and want to compete with the substitutes. Availability of national and international products, knowledge, education and experience with products and awareness of product by innovative communication are favor for the customer, this situation creates high bargaining power to customers.

Methodology

Theoretical and exploratory based, combined research was conducted to investigate the marketing strategic concept in this study. Data sources are both from primary and secondary source. The secondary sources are review of literature regarding marketing strategy, along with the review of articles regarding marketing strategy and review of articles regarding marketing strategy of SMEs to support for the findings. Under the primary sources, pilot study was conducted by using discussion from twenty managers of successful SMEs, who has been applying the effective marketing strategies and thirty six facilitators for SMEs (government and non-government officers). Bang *et al.* (2015) proposed marketing strategy in emerging markets, Shah (2012) designed Business strategies in the emerging markets and Tang and Hull (2011) formed the strategy configuration of Chinese SMEs, all these strategic models were produced with the theoretical based. This study has explored the marketing strategies from the practical experiences and secondary sources as literature and researches.

Marketing strategy

Marketing strategy is a broad principles and marketing logic by which business units achieve its marketing objectives (Kotler, 1990; Kotler *et al.* 1999). Ansoff (1957) produced corporate strategy-Growth strategies as penetration, product development, market development and diversification. Porter (1980, 1985 and 1990) designed corporate strategy as cost leadership, differentiation and focus strategies. Henderson's Chief Executive Officer (CEO) of the Boston Consulting Group (BCG) in 1968 produced the product portfolio model, it is called as BCG matrix with two dimension of market growth and relative market share. First Borden (1957 and 1964) suggested marketing mix strategies, then McCarthy (1960) drafted the effective marketing mix which are the first mix checklist with 12 Section, that is two –dozen subsections. After that McCarthy (1960) developed 4 Ps marketing mix strategies. Smith (1956) formed product differentiation and market segmentation based on the work of Robinson in 1933. Skimming and penetration are pricing strategy which were deliberated by Dean (1951). Product life cycle (PLC) based strategies were generated by Forrester (1959). Marketing strategies considered the competitive forces, Alderson (1937 and 1957) presented competitive strategies for differential advantages. Clark (1961) generated workable competition and strategies, and exposed the dynamic competitive strategies. Hunt and Morgan's (1995) put forward comparative advantage theory of competition.

Stanton *et al.* (2001) examined the development of marketing strategies by using cost leadership, differentiation, and focus strategies in the Australian electricity distribution market to overcome the competitions. Lado *et al.* (2004) developed a marketing model which included product-based, price-based, promotion-based, and distribution-based strategies, this model explained the export sales volume by destination based on a company's export marketing strategy, further that was related with the six different regional markets made by exporting companies in a southern European country. Bang and Joshi (2015) identified market expansion strategy in Asian countries like India and China. Tang and Hull (2011) investigated that how Chinese SMEs configure marketing, cost-control, and innovation strategies in order to attain better organizational effectiveness and put forward three strategies; marketing-oriented strategy configuration, cost-controlling oriented strategy configuration and innovativeness-oriented strategy configuration.

Shaw (2000) suggested marketing strategy concept tracing the three streams; the literatures of early marketing management, managerial economics and corporate management to the present, this framework also provides-based upon organizational and environmental conditions, that was the feasible alternatives and the most effective marketing strategy to achieve management's goals. Yang *et al.* (2013) exposed environmental marketing strategy effects on market-based assets listed firms in China. Basu (2014) revealed product market strategies and innovation types, his finding covered multidivisional and multinational corporations, these strategies were Market penetration- Incremental innovation, Product Development - Modular innovation, Market development- Architectural innovation and Diversification- Radical innovation. Bang *et al.*(2015) developed the markets strategies as market up-gradation strategies, Volume expansion strategy, Market Expansion strategy and Demand Fulfilment strategy. Haluk *et al.* (2007) analyzed relationship marketing strategy with the performance. Relationship marketing builds strong economic, technical and social ties among the parties (Kotler, 2009) , Relationship marketing has the aim to building mutually satisfying long term relationship with key parties in order to earn and retain their business (Ballantyne, 2000).Matzler *et al.* (2013) put forward the innovative marketing strategic model for the development of organizations.Swami and Porwal (2005) put forwarded the innovative strategic link with the entrepreneurship success. Competitive advantage can be achieved through cost leadership or differentiation (Davies, 1992). Top managers in banks' parent companies are highly involved in the design of strategy diversification decisions within bank markets, and Investigates the influence of market diversification on the performance of 450 large, medium and small multinational enterprises (MNEs) and results indicate that market diversification strategy produces better performance results for MNEs than market concentration strategy (Bátiz-Lazo and Wood, 2003). Devi Juwaheer *et al.*(2012) analyzed the impact of green marketing strategies on consumer purchasing patterns in 150 respondents visiting various hypermarkets and supermarkets in Mauritius. There is possibility of introducing greener patterns of consumption into contemporary lifestyles in the current context where green products are increasingly available.

Frame work of marketing strategy for the SMEs in the post war market

SMEs in Northern Province have been struggling from severe competition by local and international brands. There is huge need to create a conceptual framework of marketing strategy to overcome the challenges in the post war market, it will help the management in its choice of Marketing strategic decision for embryonic, growth and mature stages of SMEs. Our proposed conceptual framework is based on the understanding of the post war market. The size of the institution has a major factor to determine the marketing strategic application of SMEs (LeCren, and Ozanne, 2011).We need to view post war market with the developing market. Universally there are many kind of marketing strategies, but applicability in strategic marketing planning process has come under scrutiny in the post war market. Hence instead of attempting to develop a common strategy for postwar markets, we propose a unique framework that provide useful strategy in this trend of competitive and dynamic environment. Each strategies might require a unique marketing activities and SMEs may use appropriate combination of strategies. Effective marketing strategies coordinates the environment, management and performance to sustain competitive advantage and long term survival of organization (Nieminen *et al.* 2002). Having flowed the literature and discussion from successful SMEs and facilitators of SMEs, dissected marketing strategy was put forward for the post war market in NP.

Table 1: Marketing strategy model in postwar markets

Strategies	Micro	Small	Medium
Effective Marketing mixed based strategy : Relationship marketing strategies Innovative marketing strategies Competitive strategies			
Diversification			
Green marketing strategies			

The marketing strategic framework is shown in figure 1. The three major marketing strategies are effective marketing mix based strategy, diversification and green marketing strategies. The effective marketing mix based strategies have three principle strategies; relationship marketing strategies, innovative marketing strategies and competitive strategies. relationship marketing strategy is essential for the survival of the organization (Parasnis, 2012) innovative , competitive and diversified strategic applications are required to compete the organizations with the national and international trends (Swami and Porwal, 2005; Goloband Podnar, 2007; Zhao, 2010). Green environmental consideration is prominent for the organizations for a long time success and wellbeing of society (Devi Juwaheer et al. 2012). Shaw (2000) has suggested that the size of the enterprise was considered as the criteria to apply the marketing strategies.

Having relationship with customers, whole sellers, retailers and all other related persons with the organizations is the key factor for success and create positive image for organization nowadays (Nicholaset al.2004) We call this strategy as relationship marketing strategy. Relationship marketing strategies are interactive marketing strategies supported by marketing mix activities (Wilson & Stokes, 2004). Grönroos (1994) suggested that organization has been designed the relationship marketing strategy based on the product which includes identification of the need and wants of customers their expectation changes and based on price which includes based on affordability of customers. HalukKöksaland Özgül,(2007) explained that the promotions and distribution decision are based on the customer profiles and data warehouse information about all stakeholders of organization. Having literature based on these above statements, and discussion of managers of SMEs we proposed the relationship marketing strategic application based on marketing mixes for SMEs. Payne et al. (2005) also suggested the essential of relationship marketing strategy to organization success and survival. Ballantyne, (2000) emphasized that a relationship marketing mix strategy is effective strategy for SMEs and large segment of the market. The relationship marketing strategy is suggested for micro, small and medium enterprises in Northern Province.

Second strategy focus on innovative strategies on the application of marketing mixes. This can be accomplished by inducing the SMEs to be uniqueness and differentiated marketing activities at the same time high quality marketing mix features adaptations. Hsu (2011) designed innovation and marketing strategy in successful product competition. (Basu, 2014) focused on product market strategies applications on marketing mixes. Matzler *et al.* (2013) described that organization success depends on an innovative marketing strategies and coherent designs of business models.(Hsu, 2011) explained the all types of Taiwanese Organizations which were easily deal with global competitions when they adopted innovative marketing strategic applications in terms of their product design and they applied an integrated innovation marketing strategic model. One of the major innovative marketing strategic application has been the social media, that is, companies created

brand pages in social media (Tsimonis and Dimitriadis, 2014). Swami and Porwal (2005) developed a concept of innovation strategic marketing, examined its contribution for the success of an organization and provided value to the customer. In this study the innovative marketing strategy is recommended to micro, small and medium enterprises in Northern Province.

Third strategy aims to sustain the competitive advantages by applying competitive strategies. Golob and Podnar (2007) explained the organizational competitive advantages with the product based application. Aldersons (1937 and 1957) presented competitive strategies for differential advantages. Clark (1961) expressed about workable competition and strategies, and exposed the dynamic competitive strategies, Hunt and Morgan (1995) put forward comparative advantage theory of competition applications on marketing mixes. Sharp (1991) explained how the competitive advantages can be achieved with the marketing mix based application. Whan Park and Smith, (1990) described an approach to competitive analysis that focuses on inter-industry learning and it delivers innovative ideas to develop within particular industries. SMEs has been facing severe competition by local and foreign brands. SMEs want to consider and observe the competitors' applications on marketing mixes, then initiate or imitate the competitive strategies to capture the market. It is very important to pace with the competitors activities, if the SMEs fail to do, they want to leave from the business environment. Michael Porter's definition of competitive strategies are based on using price to differentiate means a firm, using a low cost strategy and the value of a definition of focus strategy as merely some degree of extreme differentiation (Byron Sharp, 1991). Sales promotions are often conceived as tactical marketing strategy and it help to develop and maintain competitive advantage. Golob and Podnar (2007) described how it is possible to gain a competitive advantage through different product mixes in European Union (EU) firms. This study advocates that all micro, small and medium enterprises are essential to apply this competitive study for their success.

Fourth marketing strategy is diversification. Medium enterprises are successful and they try to expand their market into national, international and global with some structural changes (Zhao, 2010). Ansoff (1957) suggested the diversification can be related or unrelated of business, then it is the related diversification includes the backward integration and forward integration. Powerful firms wants to strength operations, and flow of materials, uninterrupted circulation of products and quality and prompt work by adopting backward and forward integration (Zhao, 2010). Diversified business groups have become active players in Chinese economy in the recent years (Zhao, 2010). There is a relationship between foreign concentration-diversification and stock market performance (Mas et al. 2006). This diversification strategy is proposed to the medium enterprises in Northern Province.

McDaniel and Rylander (1993) argued that "Green Marketing" is taking shape as one of the key business strategies of the future, and that the increasing environmental consciousness makes it incumbent on consumer marketers not just to respond to it, but to lead the way in environmental programs. The most consumers have expressed a great interest in the protection of the environment and they are strongly concerned about the environment and its degradation (Devi Juwaheer et al. 2012). Devi Juwaheer et al. (2012) indicated an overall positive correlation between effective green marketing strategies and customers' purchasing patterns for green products. LeCren, and Ozanne (2011) presented an exploratory study of the consequences of environmental marketing strategies in New Zealand organizations and the research provided guidance for marketing and management leaders in organizations to gain a greater understanding of the consequences associated with environmental strategies. Managers need awareness of the potential impacts of choosing an environmental orientation and strategy for small and medium enterprises (LeCren and Ozanne, 2011). Dean and Pacheco (2014) described that environmental marketing strategy represent promising opportunities for value creation and market growth. In the case of developing countries, environmental considerations are very poor in SMEs. Newly establishing firms in Northern Province are instructed and ruled to follow the environmental regulations. But already established organizations are not

restricted to follow the environmental rules. It very important to concern, protect and balance the environment of NP. This strategy is very strictly scoped and recommended to small and medium enterprises in Northern Province.

Implications of Research

Day *et al.*(1990) conceived marketing strategy as marketing decisions and activities related to generating and sustaining competitive advantage. This marketing strategic conception ascertain some utility to SMEs in post war markets. Jeanine Meyersand Harmeling (2011)described that understanding the marketing strategies is critical for the success and long term survival of organizations. This Marketing strategy concept proposes a roadmap to be followed by SMEs for successful marketing practice. This research, being the first of its kind, investigates the marketing strategies in SMEs in post war market situations. It also shows that new dimensions of marketing strategies variably influence in SMEs. Hence, this study and its findings can significantly contribute to the literature relating to marketing strategy in the post war market. These alternative explanations and justifications also contribute to a new body of knowledge. This study has attempted to identify both market strategy and its components as relationship marketing strategy, competitive marketing strategy, innovative marketing strategy, diversification and green marketing strategy by using the literature and successful experiences of manager and facilitators of SMEs. This study has articulated new and passionate theory to SMEs in this dynamic and competitive world.

This study has practical implication. It considered the relationship marketing strategy as one of the major dimensions in the marketing strategy. Relationship marketing strategy emerges a new marketing paradigm based on marketing mix. Total quality movement drive among the companies has led to the enhancement of relationship marketing. The relationship marketing focuses on maximizing the lifetime value of desirable customers and customer segments. Relationship marketing attempts to involve and integrate customers, suppliers and other infrastructural partners into a firm's developmental and marketing activities. Such involvement results in close interactive relationships with suppliers, customers or other value chain partners of the firm. Relationship marketing reflects interdependence among the parties and emphasizes cooperation rather than competition and eliminate consequent conflict among the marketing actors. So development of relationship marketing points a significant shift in the marketing competition. Sophisticated technology application like computers and telecommunications that allow the producers to interact with the customers. This study investigate the competitive marketing strategy and its findings can potentially be applied to take competitive advantage of SMEs. Fundamental problems of SMEs is to compete with the local, national and international brands. The proposed conceptual frame work offers unique path to competitive advantage in post war market. Another practical contribution from this study is innovative marketing strategy in the SMEs. Firms can employ innovation marketing strategies in product design, distribution and promotion to deal with global competition. This innovation marketing strategy comprises a unique, innovative and coherent design of the strategic marketing model's components for the SMEs

Besides contributing to theory, the findings of this study have several implications for the marketing strategic decisions of SMEs. So if these micro organizations pay their focus on timely introducing changes to products and delivery methods, effectively coordinating interdepartmental activities, and on timely responding to competitors' actions, they will be able to maintain innovativeness. Diversification also drives high performance in mediumenterprises. So SMEs need to organize a period review of customers' need and preferences, monitor environmental factors and carry out in-house market research activities. Medium enterprises can focus on diversification and green environmental strategic applications. Finally, green environment is very needful application to small and medium enterprises to enhance their social considerations. Green environmental marketing can represent promising opportunities for value creation and market growth. Companies often confront the challenges of positioning with the green attributes of their products or services. SEMs organize departmental meetings at regular time intervals, forming committees for addressing the issues facing the

customers, and sharing the findings of customer satisfaction feedback. Practically, it is anticipated that this research will provide guidance for marketing and management leaders in organizations to gain a greater understanding of the consequences associated with green marketing strategies. Finally, this study suggests many insightful directions for future researchers, which will make a useful contribution to knowledge in the future.

Difference between proposed and other conceptual frameworks

Our proposed conceptual framework differ from other conceptual frameworks of marketing strategies. In Ansoff matrix (1957), existing and new product market conceptualizations were suggested for all firms, and diversification is the one of the major strategy in Ansoff matrix. But in the latter case only same diversification strategy is suggested to medium enterprises. In the Porter's (1980,1985and 1990) strategy, there were wide and narrow scope combination with low cost and product uniqueness. But this study adopted these low cost and product differentiation concept under the effective marketing mix strategy. The proposed frame work of Shaw (2012) explained the eight marketing strategic framework on product life cycle. This marketing strategy expounds the five strategy on the size (micro, small & medium) of organizations. Lado *et al.*(2004) introduced product-based, price-based, promotion-based and distribution-based strategies for the exporting firms, but this marketing strategy provides the solution for the struggling postwar SMEs in Northern Province. El-Ansary (2006) put forward a marketing strategic frame work commonly with the segmentation, targeting and positioning concepts, but these concepts are considered as bases in relationship, innovative and competitive marketing strategies in this research. Tang and Hull (2011) revealed marketing oriented strategy configuration, this theme is considered under the relationship, innovative and competitive marketing strategy formation in this research. Bang *et al.* (2015) generated market up-gradation strategies, volume expansion strategy, market expansion strategy and demand fulfilment strategy for emerging and developed market, but this conceptual framework is created to the postwar and developing market.

Limitations and Directions for Future Research

This study was confined to SMEs in Northern Province, Sri Lanka. Hence, to better generalize the findings of this study, it needs to be replicated with SMEs in other countries, especially in other post war and transitioning economies. However, due to rapid changes in the SMEs sector, such as technological developments and competitive actions; and adoptions of innovative practices by these institutions would be likely to change overtime. This indicates that replicating this study with the quantitative data could demonstrate more interesting results.

This study opens several avenues for further research. Firstly, there might be antecedents that can cause for the marketing strategies, so future researchers can identify these antecedents through the literature review and practices and confirm these antecedent factors with the confirmatory factor analysis and explore the factors with exploratory factor analysis and expand this study. Secondly, marketing strategies might cause for development of SMEs, this relationship may be proved by correlation and regression analysis. Thirdly, there may be some mediators and moderators which mediate or moderate the relationship of Marketing strategy and development of SMEs. Finally comparative studies of SMEs in different nation can also be attempted by future researchers. That is, this study can be replicated among the different types of SMEs in different countries.

Conclusion

There are three extreme size of SMEs as micro, small and medium enterprises. According to the thought of Shaw (2000), the size of the enterprise was considered to apply the marketing strategies. Vast differences can be seen in marketing strategic application among the developed countries, developing countries, and post war developing countries. Still Northern Province in Sri Lanka has been sustaining the war wound of local war, there

is huge need to develop the marketing strategies to face dynamic, competitive and postwar environment. This conceptual model was proposed with the theoretical based of secondary data and exploratory based by discussion with the managers of successful SMEs and facilitators for SMEs. Initially this framework provides three different strategic alternatives; effective marketing mix based strategy, diversification and green marketing strategy. The effective marketing mix based strategy has three principle strategies; relationship marketing strategy, innovative marketing strategy and competitive strategy. Further effective marketing mixed based strategy is suggested micro, small and medium enterprises. Diversification strategy is proposed to apply for the medium enterprises only. Green marketing strategy is recommended to apply for the small and medium enterprises. This marketing strategic framework will have remarkable contribution for the development of the SMEs.

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